



# INDIANA

Board of Education / Department of Education  
BALANCED SCORECARD WORKING DOCUMENT



## THE VISION

*Each Hoosier child is educated to have the knowledge, skills, maturity, social competence and motivation to be:*

- *prepared to succeed in further education*
- *an effective participant in the global economy*
- *a positive influence in the community*
- *an active citizen in American democracy*

## THE MISSION

*The Indiana Superintendent, State Board and Department of Education will lead the improvement of student learning in the K-12 schools of Indiana*

## BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder \* Financial \* Internal Business Process \* HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets					Status	Strategic Objective Sponsor	
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10			
Strategic Objective #1										
Customer & Stakeholder	1.0 All Hoosiers understand the urgent and critical need for dramatic improvement in student learning  * common indicator that can apply to all strategic objectives	Performance Indicators							Dave/Jeff Jason key resource/PM	
		A) % of Marketing and Communications Plan milestones met	<a href="#">[Click 1.0 Strategies]</a>							
		B) % of survey results of parents, principals, teachers and key leaders that agree that the message is: - clear - supported - making a difference	<a href="#">[Click 1.0 Projects]</a>							
		C) % of recommended legislation related to this plan that is approved								
		D) % of communities taking action in pursuit of the 5 strategic objectives								
		Common Indicators								
		I) % of students expelled annually by student group *								
		J) % of schools making Academic Growth in Mathematics *								
		K) % of schools making Academic Growth in English/Language Arts *								
		M) % of schools receiving "exemplary" or "commendable" on PL221 *								



BSC Perspective	Strategic Objectives	Measures			Targets			Status	Strategic Objective Sponsor
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10		
Strategic Objective #2									
Customer & Stakeholder	2.0 Leadership is developed and supported in Hoosier communities to work to improve student learning  * common indicator that can apply to all strategic objectives	Indicators							Ed Eiler, Phyllis Usher
		A) % of policy briefs produced by the department that provides to legislators and locally elected officials information on selected educational issues	<a href="#">[Click 2.0 Strategies]</a>						
		B) List of communities that are evidencing leadership and engagement with key constituents in achieving the strategic objectives	<a href="#">[Click 2.0 Projects]</a>						
		C) % of students who participate in leadership building activities in school programs (e.g. BPA, DECA, FCCLA, FFA, HOSA, SkillsUSA)							



# INDIANA

Board of Education / Department of Education  
BALANCED SCORECARD WORKING DOCUMENT



## THE VISION

*Each Hoosier child is educated to have the knowledge, skills, maturity, social competence and motivation to be:*

- *prepared to succeed in further education*
- *an effective participant in the global economy*
- *a positive influence in the community*
- *an active citizen in American democracy*

## THE MISSION

*The Indiana Superintendent, State Board and Department of Education will lead the improvement of student learning in the K-12 schools of Indiana*

## BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder \* Financial \* Internal Business Process \* HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets					Status	Strategic Objective Sponsor	
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10			
Strategic Objective #3										
Financial & Internal Process	3.0 The conditions (freedom, support and expectations) exist to drive the re-design and delivery of student-centered, learning-focused education  * common indicator that can apply to all strategic objectives	Indicators								Vicki/Bob
		A) Results of customer satisfaction survey to superintendents and administrators regarding the degree to which the Indiana Department of Education and the Indiana Board of Education:	<a href="#">[Click 3.0 Strategies]</a>							
		conveys expectations	<a href="#">[Click 3.0 Projects]</a>							
		provides support for building capacity								
		enables freedom to act								
		B) % increase in dollars allocated by the General Assembly to finance instructional technology								
		C) % of schools that have 21st century skills embedded in the curriculum, including but not limited to character education								
		D) % of school corporations that offer courses in financial literacy								
		E) % of high schools with a partnership with a higher education institution								
		F) % of students who complete at least one online course								
		G) % of high schools that base graduation on skills and proficiency rather than credits								
		H) % of students who participate in vocational or career pathway								
		I) % of high school students that complete 2nd year re-enrollment in higher education								



# INDIANA

Board of Education / Department of Education  
BALANCED SCORECARD WORKING DOCUMENT



### THE VISION

*Each Hoosier child is educated to have the knowledge, skills, maturity, social competence and motivation to be:*

- *prepared to succeed in further education*
- *an effective participant in the global economy*
- *a positive influence in the community*
- *an active citizen in American democracy*

### THE MISSION

*The Indiana Superintendent, State Board and Department of Education will lead the improvement of student learning in the K-12 schools of Indiana*

### BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder \* Financial \* Internal Business Process \* HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets					Status	Strategic Objective Sponsor	
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10			
Strategic Objective #4										
HR Learning & Growth	<b>4.0</b> Every teacher dramatically increases learning by each student  * common indicator that can apply to all strategic objectives	Indicators								Dan/Linda
		A) % of difference between classes in high poverty schools vs. low poverty schools that are taught by teachers who's students meet or exceed annual academic growth expectations	<a href="#">Click 4.0 Strategies</a>							
		B) % of teachers with 3 or more years of experience in high poverty vs. low poverty schools	<a href="#">Click 4.0 Projects</a>							
		C) % of new teachers passing the Praxis II exam on the first attempt								
		D) % of teachers whose classrooms show dramatic annual academic growth								



# INDIANA

## Board of Education / Department of Education BALANCED SCORECARD WORKING DOCUMENT



### THE VISION

*Each Hoosier child is educated to have the knowledge, skills, maturity, social competence and motivation to be:*

- prepared to succeed in further education
- an effective participant in the global economy
- a positive influence in the community
- an active citizen in American democracy

### THE MISSION

*The Indiana Superintendent, State Board and Department of Education will lead the improvement of student learning in the K-12 schools of Indiana*

### BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder \* Financial \* Internal Business Process \* HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets					Status	Strategic Objective Sponsor	
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10			
Strategic Objective #5										
Internal Process	<b>5.0</b> Every student masters and builds on the essentials of reading and writing, mathematics, science and social studies  * common indicator that can apply to all strategic objectives	Indicators							Gwen/Wes, Jo Blacketor	
		A) % of schools using the benchmark and formative assessments	<a href="#">[Click 5.0 Strategies]</a>							
		B) % of schools implementing the STEM initiative	<a href="#">[Click 5.0 Projects]</a>							
		C) % of students at or above proficient in math as defined by ISTEP (by grade level & subgroup)*								
		D) % of students at or above proficient in English/Language Arts as defined by ISTEP (by grade level & subgroup)*								
		E) % of students at or above proficient in Science as defined by ISTEP (by grade level & subgroup)*								
		F) % of students passing Core 40 End-of-Course Assessments *								
		G) % of students at or above proficient in math as defined by NAEP (by grade level & subgroup) *								
		H) % of students at or above proficient in English/Language Arts as defined by NAEP (by grade level & subgroup) *								
		I) % of students at or above proficient in Science as defined by NAEP (by grade level & subgroup) *								
		J) % of 9th grade students with 10 or more credits by end of school year								
		K) % of AP test takers (disaggregated by subgroup) out of total enrollment of 11th and 12th graders								
		L) % of AP scores higher than 3 or above range out of the total number of AP exams taken (disaggregated by subgroup) *								
		M) % of students scoring at or above college readiness benchmarks on the ACT in English, Mathematics, Reading, and Science *								



# INDIANA

## Board of Education / Department of Education BALANCED SCORECARD WORKING DOCUMENT



### THE VISION

*Each Hoosier child is educated to have the knowledge, skills, maturity, social competence and motivation to be:*

- prepared to succeed in further education
- an effective participant in the global economy
- a positive influence in the community
- an active citizen in American democracy

### THE MISSION

*The Indiana Superintendent, State Board and Department of Education will lead the improvement of student learning in the K-12 schools of Indiana*

### BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder \* Financial \* Internal Business Process \* HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets					Status	Strategic Objective Sponsor
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10		
		N) % increase (in participation and scores) in post-secondary assessments (SAT) and AP courses							